



Joint Staff J4 Operational Contract Support Strategic Update

AFRICOM Contracting Conference

7 December 2010



Agenda



- Chairman's Task Force on Contractor
 Dependency
- Chairman's POA&M for OCS Capacity Building
- SECDEF Memo for OCS
- Strengthening OCS Planning Guidance
- JP 4-10 Operational Contract Support
- OCS Joint Concept Initiative

 Seizing the opportunity to institutionalize OCS, build capability and enhance support to the JFC well into the future





CJCS TASK FORCE DEPENDENCE ON CONTRACTOR SUPPORT



CJCS Task Force



Chairman's Intent:

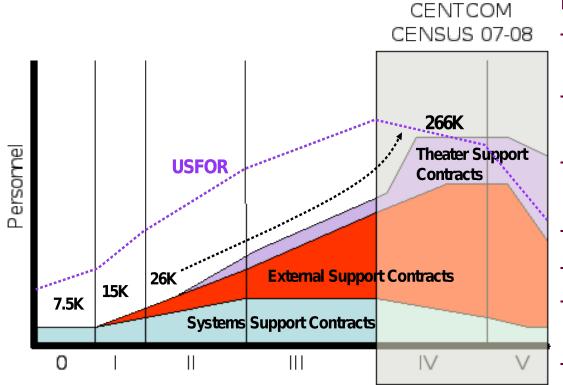
- Better understand contracted capabilities in Iraq to determine areas of high reliance or dependence
- Determine where we are most reliant, and in some cases dependent, on contractor support, informing longer term force structure and potential "buy back" implications
- Guide the development of future contingency planning and force development



Iraq Study Approach



 An iterative process using a multi-disciplined, cross-cutting approach that spanned CENTCOM, Services, Defense Agencies, OSD and Joint Staff

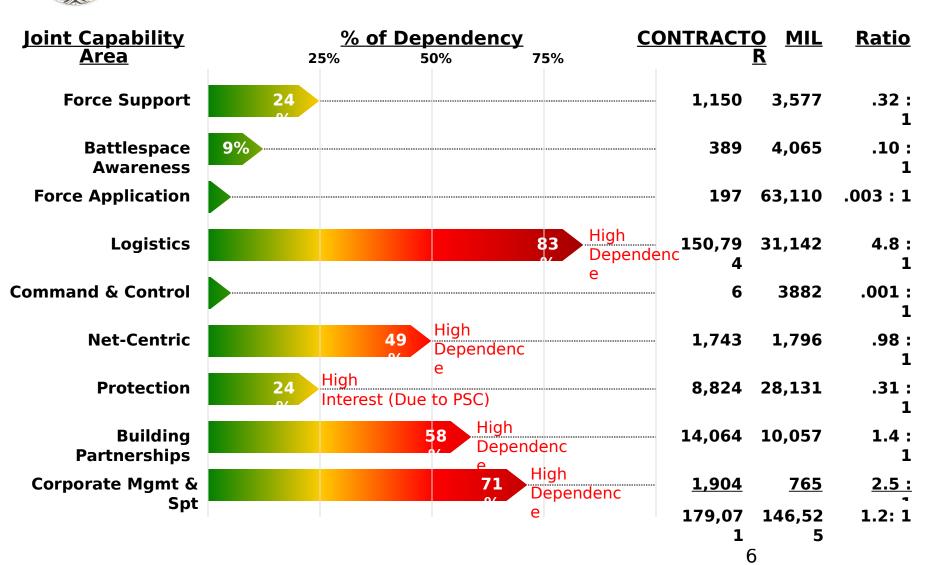


Examined:

- 8 QTRS of CENTCOM Contractor Census
- 36,000 lines of contract data
- Binned Contracts by Type
- Categorized by JCA
- Mapped to UJTLs
- In-depth look at 3Q FY08
- Compared Contractors to BOG 5
- Identified ICAs with high

Contractor Dependency ag - 3rd Quarter FY08





The Bottom Line



- DOD is dependent on contract support for large scale, longer term overseas contingency and stability operations across all phases (particularly phase III-V) in key logistics, net-centric, protection, corporate management and building partnership capability areas
- Especially when the following are involved:
 - Executive force cap
 - Troop rotation timing
 - Dwell time policy
 - High demand / low density skills sets
 - And quality of life for military personnel are preserved



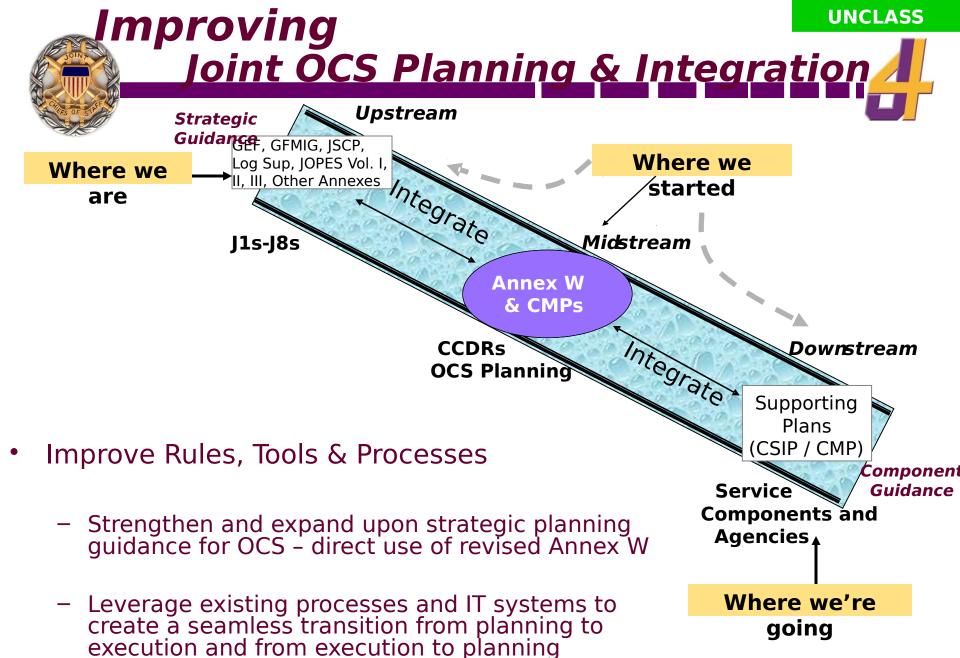
Common Sense Observation



- Because the Joint Force depends so heavily on contract support we must significantly enhance OCS planning efforts throughout...
 - all phases of a campaign
 - at every echelon of command
 - across the full range of military operations

Why plan for OCS?

- Law, Policy and CJCSMs require it..."Total Force Planning"
- The JFC needs to know...to estimate risk to mission & risk to force
- Contractors deliver a high percentage of war fighting



9

Institutionalize OCS planning to a similar level of



Chairman's Guidance



- 1. Recommend/direct inclusion of OCS planning equities in strategic guidance (GEF, JSCP and JOPES) to influence cultural shift and drive planning behavior
- 2. Direct a COCOM to include contractor estimates and support requirements in a plan coming up for review
- 3. Develop and institutionalize processes and related tools that facilitate and strengthen OCS planning and execution
- 4. Define the joint force requirement for OCS planning & execution capabilities and bridge with supporting IT business systems
- 5. Recommend military department force developers review Task Force observations to inform risk analysis, tradeoffs and force structure decisions
- 6. Determine what percentage of contracted capabilities can be displaced by Civilian Expeditionary Workforce (CEW) or Reserve forces and at what cost



OCS - Building Capability and Capacity





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						18 Mo.				18	8 -> 36 Mc			
Task Priority Sequence Time	Time	ne Spt Reqd	FY 10	FY 11			FY		.2		FY 13			
	Time		4Q	1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 4 Q Q		2 Q		4 Q
Automation > OCS Planning Automation Requirements: Determine and validate Planning IT change recommendations to JOPES and OCS systems of record (Contractor UTCs) > Contractor Estimator Tool: Determine planning factors. Refine, adjust, and optimize tool.; ID resource sponsor (include in APEX tool suite per APEX schedule) > Functional requirements for Planning: Assess JCRM, GCSS, SPOT, etc. for OCS planning component(s) and integration. Deliver JCIDS compliant product(s)	16 - 36 mo.	J3; IT Rqm't Bds; IT PMs; BTA		oct oct				10		\		Ma		5
Concepts & Doctrine > Uniform Joint Task List: Assess and build comprehensive OCS UJTLs. Update UJTLs manual. > Doctrine: Leverage TF III, exercises, and recent operations to refine and mature JP 4-10 OCS doctrine. Provide inputs > Concepts: Develop OCS 8- to 20-year operational concept required to extend OCS capabilities to satisfy future capability needs. > Lessons Learned: Define roles and functions of OCS and assign responsibilities to institutionalize lessons learned	12 - 24 mo.	J7; COCOMs ; JFCOM	resent	De	·			V	2	lun 12	-	2	4	S
Policy & Planning > Change Recommendations: Complete OCS planning changes to guidance, policy, and instructions for joint uses > Planning Processes & Templates: Complete processes and templates that enable OCS planning > Planning Processes & Templates: Direct contractor estimate in OPLAN for JS review	11 - 36 mo.	OSD(P); J3; J7; J5 _F	resent	Nov				De		1	ep			
Training & Education > Training and Education: Develop a Non-acquisition Joint OCS Training, Education and Exercise Vision & Strategy	14 mo.	ADUSD(F PS); NDU; JFCOM	resent	De	c			De	,			Star	d t Mor	ntŀ
Process > Processes: Develop processes & systems design to optimize OCS for the JFC and CCDR-impact COP, TBC, doctrine, TTP, and IT systems > Processes: Support OSD and J8 to integrate contractor support in future	18 mo.	BTA; DPAP; D-CAPE;							1			1	Mont Year	h





SECDEF Memorandum for OCS

CDEF Memorandum for OCS



- Driven by CJCS Task Force findings and recommendations
- Chairman directed brief to SECDEF and draft corresponding action memo
- Assigns major tasks to
 - Military Departments
 - OSD AT&L, Policy, Personnel & Readiness, CAPE
 - Joint Staff
- Some actions already being worked ... others require attention
- DoD-wide coordination complete
- Final draft approved by Chairman and awaiting SECDEF signature

One of the most significant steps to institutionalize OCS across the Department undertaken to date



Joint Staff Taskings



- Collaboratively develop procedures and automated tools to support OCS and CEW adaptive/JOPES planning, including contractor support estimates and visibility of contractors accompanying the force.
- Institutionalize processes, tools and doctrine that facilitate and strengthen OCS and CEW planning and, by extension, Joint OCS/CEW training, exercises, and execution.
- Determine the non-Acquisition community OCS capability requirements and recommend appropriate resourcing.
- Integrate Operational Contract Support elements and issues into strategic planning documents.
- Assess existing and emerging business systems to improve and integrate OCS and CEW planning and execution equities.





Enhanced Strategic Guidance for OCS Planning

UNCLASS



Planning Guluance OCS Change

wh

When

Dec 2010?

Global **Employme** nt of the **Force** (GEF)

- Identify contractor support to organic forces in level 3 and 4 plan force development lists when planning deployment and redeployment for Phases 0 - V
- Address contractor accountability, visibility, deployment processing requirements, protection, life support, arming, individual responsibility, and personal conduct standards

GEF + 60

Days Strategic Capabiliti es Plan (JSCP) CICS

- OCS related planning assumptions stated early in CCDR initial planning documents
- Minimally, Plans will ID contracting requirements, by JCA, by phase of operations, and area of need
- OCS related content now required for all levels of detail planning (i.e., 31 elements of Annex W) 'required' for level 3T, and 4 Plans. Selected elements required or addressed in body of level 1, 2, and 3 plans

JSCP + 180

Days **JSCP** Logistics Supplemen t CICS

- Addition of Annex W 31 elements checklist
- Build on details of OCS planning development process
- CCAS for OCS codified
- OCS and logistics related terms to Acronyms and Glossary, codified
- Addition of reference: Joint Pub 4-10, OCS

Summer 2011

W[♥] Plannin g Joint Logistic Support **CJCSM**

Processes, Procedures, & Checklists

Step 1: **Getting the** strategic guidance right

Authoritative References & Way Ahead Summary



Reference Document	Overall Relevance	All OCS Inspired Changes
Guidance for Employment of the Force (GEF)	Overarching, Dept of Defense Strategic Guidance	Added areas: number of contractors in Plans force deployment lists and anticipated contractors planned in AOR
Global Force Management Implementation Guidance (GFMIG)	Force specific guidance that Complements GEF	"Total Force" defined: mil/civ/civ ctr. Means to request capabilities highlights ctrs
CJCSI 3110.01G, Joint Strategic Capabilities Plan (JSCP)	Planning instructions for CCDRs' various level Plans directed in the GEF	Directions to include 22 CSIP checklist items including force size info in various level Plans
CJCSI 3110.03C, Logistics Supplement to the JSCP	Planning guidance for support contracting, support forces, and logistics supportability analysis	Directions to include Contract Support Integration Plan checklist items according to level of detail planning & Contractor Management Plan as Appendix 1, Annex W
CJCSM 3122.01A, JOPES Volume I Planning Policies and Procedures	Joint single process for development and execution of Plans and Orders	Examples of non-DoD sources' requirements for TPFDD inclusion and JS J4/SVD OCS responsibilities
CJCSM 3122.03C, JOPES Volume II Planning Formats	Joint single process for formats for developed Plans and Orders	Holding on directions to use Annex W with Tabs A & B and provide force info in various level Plans (see #3 above)
CJCSM 3122.02C, JOPES Volume III Crisis Action TPFDD Development and Deployment Execution	Joint single process for developing and managing deployment related data	Instructions for non-DoD sources' incorporation into force movement requests and to provide force description, estimated strength, destination, and required delivery date
CJCSI 3141.01D, Management and Review of Campaign and Contingency Plans	Describes process and assigns subject matter experts (SME) responsible for Plan review subjects	Added SVD participation in all type Plan reviews (A, C, F), and not just "R;" and added OCS <u>Assumptions</u> in Plan content
CJCSM 4300.01A, Planning Joint Logistics Support (Draft)	Joint Logistics capabilities described & discussed relative to planning steps and phases	Described OCS w/ added emphasis on operational planning impact. Component Annex W and subordinate instructions may go here
JP 4-10, Operational Contract Support	Foundational details pertaining to OCS	Request for feedback Feb 2011
Initial Capabilities Document (ICD) DRAFT	Identification of OCS capability gaps	Under review for use of term and concept of "program management"
JP 5-0, Joint Operational Planning	Operational planning process guidance	OCS baseline guidance in total force planning perspective
IP 4-0. Joint Logistics	Capstone guidance with OCS described as one of seven logistics	Stressed: OCS is for more than just logistics and need exists for



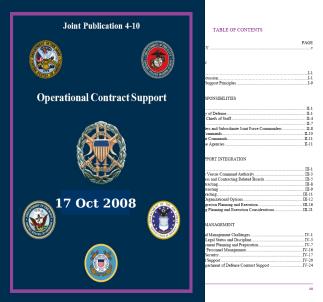


Joint Publication 4-10 Operational Contract Support Update



JP 4-10 UPDATE





- Lead Agent: Army
- PRA=lead author: USA ALT-IO
- Joint StaffDoctrine Sponsor:

What's Next?

- Request for Feedback (RFF) Feb '11: USJFCOM
- Updated/Expanded Info:
 - ✓ NDAA 2008/2009
 - ✓ JCASO mission/roles/functions
 - ✓ Updated policy references DODI 3020.49, DODI 3020.50 (PSCs), DODI 3020.41 (if published), others
 - ✓ Planning Equities/extracts (GEF, JSCP, Log Supplement, CJCSI 4300.01A, CEW)
 - √ Theater Campaign Plan—OCS Phase 0 Activities
 - ✓ Theater Business Clearance
 - ✓ Gaps: CONOPS/ICD
 - ✓ Reference supporting handbooks/TTPs
 - ✓ COIN
 - ✓ WOG/MN
 - Requirements determination (JARB) and requirements development
 - ✓ JTSCC
 - ✓ Linkages to resource management/color of money
 - ✓ DCMA mission change?
 - ✓ CERP (maybe)
- Move checklists to CJCSI 4300.01A

JP 4-10 is great doctrine that has made a significant difference ... but there is much room for improvement





Operational Contract Support

Joint Concept Development Initiative

OCS Joint Concept Proposal: Perpose & Deliverable



Vision: Initiate a Operational Contract Support Joint Concept Proposal by generating transformational concepts that develop OCS into a capability that will support the Joint Force Commander 8-20 years in the future (2018-2030).

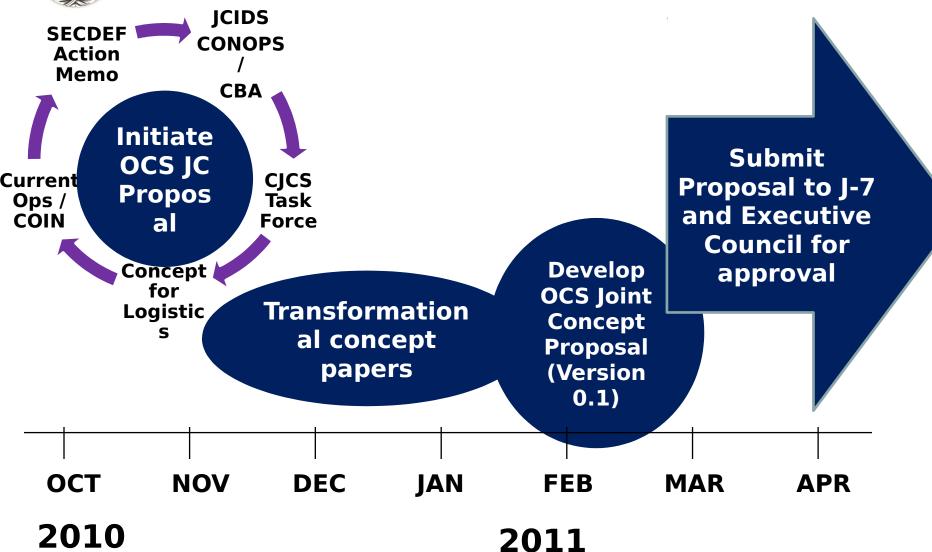
Influenced by Capstone Concept for Joint Operations Influenced by Joint Concept for Logistics

Deliverable: OCS Joint Concept in APR 2012 to support CBA in 2013



OCS Joint Concept Proposal Timeline



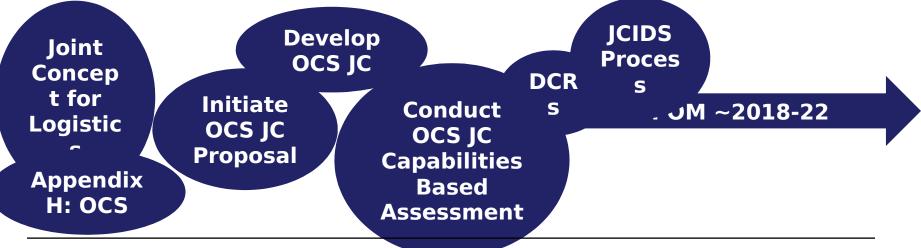




Joint Concept vs. Current Capability Development



Transformational: 8-20 Year View



Current: 1-7 Year View

OCS OCS CONOPS ICD

Gaps POM'd &Satisfied





Final Thought



"All aspects of contractor involvement ...
must be reflected in OPLANs in sufficient
detail to permit rapid integration of
contractor support when required."

Army Regulation
 700-137
 16 Dec 1985

The time is now to get this right ...

- While we have leadership's attention and support
- While lessons learned are fresh
- While there is a sense of urgency
- While we have resources dedicated to improving we will re-live the same nightmares in 20 years ... and fail to optimize support to the warfighter





Thank You!

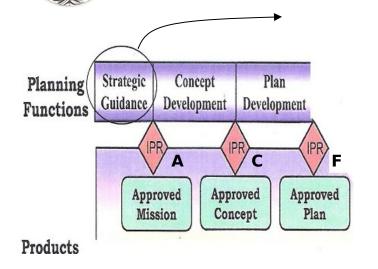


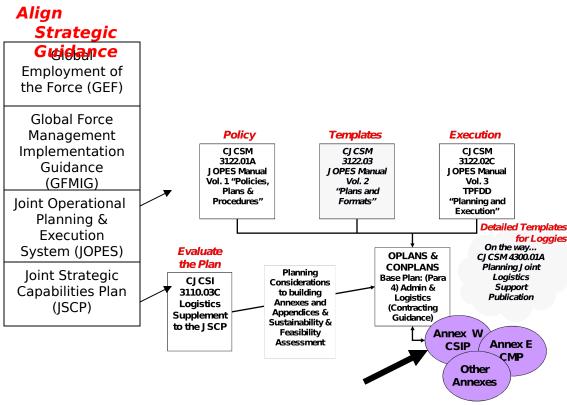


Back-Ups

CS TF ange Recommendations: Rules





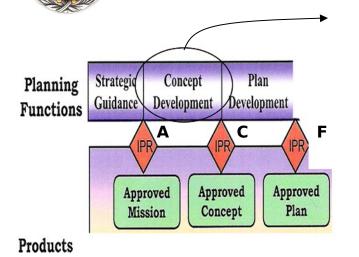


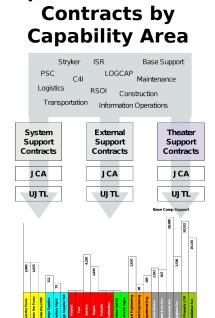
- Direct use of revised Annex W
- Improved strategic guidance required to influence cultural shift to take OCS planning to the next level

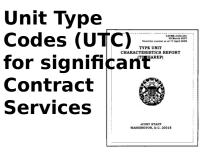
CS TF ange Recommendations: Processes

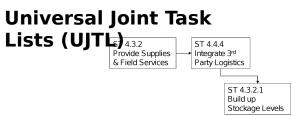
Operationalize











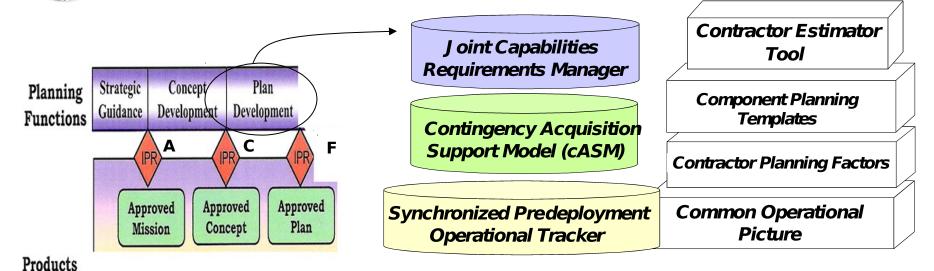
Military Department Provided Phase (O) Contractor Force Lists

e.g. Theater Business Clearance (TBC)

- Planning for organic forces is institutionalized, yet planning for contracted support is viewed as "too hard" and an execution issue
- Need component level templates & repeatable processes to facilitate detailed plan development

CICS TF Change Recommendations: Tools





- We need OCS planning processes and IT systems that allow for seamless transition between planning and execution
- OCS planning processes and IT systems must feed executable force projection display systems





\$1.3B Issue Nomination



Enduring Business People, Tools and Efficiencies for Contingency Operations

- JS/OSD AT&L Sponsored
- \$1.3B Across the FYDP
- Four Issues (combined)
 - Contingency Contracting
 - DCMA/CCAS
 - Joint Bill (including Service Component Planning)
 - OCS Automation
- Phased in by 2016
- Civilian Billets